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PROGRAMME PLANNING

Country and intercountry programmes and projects

FIFTH COUNTRY PROGRAMME FOR JAMAICA

Programme period	Resources	$
1993-1996	Net IPF	3 188 000
	Estimated cost-sharing	10 915 000
	Total	14 103 000

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I. DEVELOPMENT SITUATION, OBJECTIVES AND STRATEGIES

A. Current socio-economic situation

1. During the past decade the Jamaican economy experienced modest rates of growth as a result of the combined impact of oil-price increases and the collapse of international markets for its bauxite, alumina and other primary commodities. During the 1980s, the economic situation was aggravated by a series of floods and hurricanes, which destroyed what represented substantial investment in physical infrastructure and other capital stock. Despite the growth in tourism, the structural weaknesses in the economy have resulted in a high level of unemployment, rising inflation and an adverse balance-of-payments situation.

2. The Government has sought to deal with these problems by adopting a major stabilization and structural adjustment programme aimed at, among other things, improving the balance of payments, reducing the fiscal deficit and bringing down inflation while promoting greater export orientation in production within the context of greater liberalization and privatization of the economy.

3. The adjustment programme, which has been supported by international lending institutions and bilateral donors, has produced mixed results. On the one hand, public-sector deficits have been reduced by cuts in public-sector expenditure. On the other hand, the external debt has increased substantially, and this has had a corresponding impact on debt-service obligations. Moreover, these measures have had an adverse social impact on the poor and other vulnerable segments of the society. Cuts in expenditure on health, education and housing and the elimination of subsidies, higher utility rates, wage restraints and continuous devaluations have contributed to a dramatic decline in the standard of living of the poor. Poverty alleviation programmes will need to be intensified if Jamaica is to maintain its 1992 Human Development Index (HDI) of 0.722, which gives it a ranking of 63 among the 160 countries covered by the Index.

4. A major constraint on national capacity-building and the Government's overall development efforts has been the lack of a systematic identification of the strategic human resources and institutions needed to carry the process of development forward. Capacity-building on a sustained basis is also impeded by a loss of skilled personnel through emigration and competition for reduced recurrent budgetary allocations, which has kept ministries and departments from maintaining services at acceptable quality levels. The effect of reduced national capacity is apparent in the low rate of implementation of major development programmes and projects. The availability of adequate human resources and the development of an improved institutional capacity for planning and implementation are essential if national and external resources are to be used effectively in support of overall development goals.

5. The economic and social situation has been exacerbated by a number of environmental problems. Unsustainable agricultural practices, mining and the commercial exploitation of forestry resources during the past three decades pose an increasing threat to soil fertility and to flora and fauna. A direct consequence of environmental degradation is the reduction of surface- and groundwater resources, which endangers the future supply of fresh water. With cutbacks in public-sector investment in infrastructure, sewage and industrial effluent treatment facilities are in less than optimal condition. As a result, in many parts of the country, groundwater and coastal waters are being polluted by sewage and effluents. Over-fishing and the expansion of the tourism industry have put added pressure on the environment as is evidenced in the degradation of coastal reefs, the erosion of beaches and the destruction of valuable wetlands.

B. National development objectives and strategies

6. The National Development Plan (1990-1995) contains the elements of a strategy designed to deal with the challenges identified above and to stimulate an accelerated pace of development. The strategy is aimed at, among other things, (a) broadening the base of ownership in the economy; (b) providing support for the private sector as the main vehicle for growth in the economy; (c) reorienting the role of the public sector and strengthening its capacity to formulate an appropriate policy framework and to undertake investments in infrastructure in support of the production sectors; and (d) promoting the emergence of a strong export-oriented economy by giving priority to sectors with the potential for increasing their foreign exchange earnings.

7. Notwithstanding the reorientation of the role of the public sector, development agencies, such as Jamaica Promotions, Ltd. (JAMPRO) will continue to play a major supportive role in efforts to stimulate private-sector investment through the identification of specific investment opportunities and the introduction of measures to facilitate such investment.

8. The Government has also placed increased emphasis on environmental protection as an integral part of the development process. To this end, it has recently established the National Resources Conservation Agency, which is responsible for formulating appropriate policy guidelines and regulations for the protection of the environment and for putting suitable monitoring arrangements in place in order to ensure that this objective is achieved.

9. The Ministry of the Public Service has embarked on a comprehensive administrative reform programme designed to increase the level of efficiency in the public service by rationalizing the allocation of functions and staff to each department and agency. The goal of the reform effort is to establish a lean and efficient public service with improved compensation levels linked to performance standards. In addition, the Government is currently reviewing the recommendations of a high-level committee on governance, which has presented a number of recommendations on the overall scope, structure and

functions of government. In particular, the committee has identified a number of mechanisms which would ensure greater community involvement in the political process within the context of a private-sector-led development effort.

II. EXTERNAL COOPERATION

A. Role of external cooperation

10. External cooperation has played a vital role in support of the achievement of socio-economic progress in Jamaica. There are currently 30 external agencies providing Jamaica with financial, capital and technical assistance valued at approximately $500 million per annum. Besides IMF and the World Bank, major donors include the Inter-American Development Bank (IDB), USAID, CIDA, the European Community, the Caribbean Development Bank (CDB) and the Governments of the Netherlands, Japan and the United Kingdom. Cooperation provided by United Nations bodies, including UNDP, is projected at $50 million per annum. UNDP plays a key role in supporting the formulation and implementation of the Government's macroeconomic and sectoral policy and its public-sector investment programme. Priority areas for external cooperation include public-sector reform; macroeconomic and fiscal management; improved project management; new approaches to the organization of production, including flexible specialization; innovative production technologies; measures for poverty alleviation and improved environmental management.

B. Coordination of technical cooperation

11. The Planning Institute of Jamaica, which is an independent statutory body under the Ministry of Finance and Planning, is responsible for managing and coordinating all official external cooperation. It is also the focal point for all United Nations technical cooperation activities.

12. The UNDP Resident Representative assists the Government in mobilizing resources from other multilateral and bilateral donors. He also convenes regular donor meetings in order to ensure increased coordination among donors in support of the Government's development effort.

13. The Caribbean Group for Cooperation in Economic Development (CGCED), which is sponsored jointly by the World Bank, IMF, IDB, the Caribbean Development Bank, the Organization of American States (OAS) and UNDP, also provides a useful mechanism for donor coordination. The Government is assisted by UNDP in identifying priority technical cooperation needs for which funding is required from members of the Group.

III. THE COUNTRY PROGRAMME

A. Assessment of ongoing country programme

14. The fourth country programme (1987-1991) was aimed at the achievement of the following objectives: (a) the development of human resources; (b) the promotion of exports; and (c) the transfer of technology.

15. Fifty-four projects were funded during the fourth cycle, twenty-four of which were implemented under the national execution modality. Approximately 50 per cent of the resources of the programme were directed towards the Government's programme for human resource development and towards correcting the imbalance between manpower demand and supply. About 10 per cent of the resources were directed towards export promotion, the main aim being to encourage an increase in the production of non-traditional exports such as garments, furniture, processed food and cut flowers. The remaining resources were directed to the application of new information technologies designed to help increase national capacities for the management and administration of specific programmes, in particular, that relating to the transfer of titles to small farmers and other householders.

16. The programme was implemented in an economic environment characterized by a continued decline in technical and managerial skills, the persistence of budgetary constraints, a weakening of systems of departmental accountability and a diminished institutional capacity for setting realistic targets which take account of recurrent support resources. In these difficult economic circumstances, programme interventions achieved mixed results. The programmes sought to tackle problems relating to diminishing institutional capacity by assisting the principal social sector ministries to establish and staff implementation units financed by resources contributed jointly by the Government and UNDP. As a consequence, improved capacity for project management and administration now exists within the Health and Education Ministries and the Planning Institute of Jamaica. This has set the stage for the more efficient and effective implementation of projects funded by donors as well as those funded by the Government itself. The Planning Institute also benefited from cooperation in support of the elaboration of various parts of the National Development Plan.

17. The focus of the programme shifted after hurricane Gilbert in 1989, when resources were redirected to assist the rehabilitation of large numbers of the vulnerable rural population. In the housing and agriculture sectors, support was provided for the management of World Bank-financed programmes which provided pre-fabricated houses and building materials to persons whose homes were damaged by the hurricane. As a result of UNDP projects, skills and knowledge relating to disaster-resistant building techniques were imparted to thousands of householders and tradesmen in the building and construction industry. In addition, projects were developed to help small farmers to prepare farm plans and to adopt soil-conservation and other environmentally sound practices. Women were a particular focus of attention, constituting 40 per cent of the targeted small farmers.

18. In sum, the beneficiaries of the fourth programme fell into two broad categories. First, various public-sector institutions benefited from the first phase of the capacity-building component and from the establishment of implementation units in the Ministries of the Health and Education. The Planning Institute was also strengthened by the establishment of a project management unit responsible for monitoring and evaluating the Development Plan. The second category of beneficiaries included small farmers in rural communities who benefited from the large number of disaster-prevention and mitigation activities which were undertaken within the framework of the overall rehabilitation programme.

B. Proposals for UNDP cooperation

1. Preparatory process

19. The mid-term review of the fourth country programme marked the commencement of consultations both within the Government and between the Government and UNDP on issues relating to overall programme strategy and on the role of UNDP-sponsored technical cooperation activities in the development process. Several meetings were held between the Planning Institute of Jamaica and UNDP in order to determine the type of strategic technical cooperation interventions apt to have the greatest impact. The preparatory process also included sectoral reviews carried out by some United Nations agencies and consultations with local agency representatives, who made a number of constructive suggestions regarding the overall content and orientation of the new programme. In addition, programme strategy was also developed through regular donor consultations and meetings with representatives of IMF and the World Bank.

20. The programme strategy is consistent with the goals of the National Development Plan (1990-1995) and with the priorities identified in UNDP Governing Council decision 90/34 and General Assembly resolution 44/211.

2. Strategy for UNDP cooperation

21. The fifth country programme will focus on strategic interventions at the programme level to enable the Government to respond to emerging development priorities in a coherent and effective manner. A conscientious effort will be made to systematically integrate technical cooperation activities into macroeconomic and sectoral policies and the public-sector investment programme in order to ensure sustainability of results and impact. Given its long experience in the area of technical cooperation, UNDP is ideally placed to help the Government to forge such an operational synthesis.

22. By using its comparative advantage in this area and by maximizing its cooperation links with United Nations agencies and with donors, UNDP will support the role played by the Planning Institute in the coordination and management of external technical assistance, thereby promoting institutional

capacity-building and preparing the ground for increased self-reliance. Emphasis will also be placed on the establishment of more cost-sharing and co-financing arrangements with designated donors.

23. A major intervention during the fifth cycle is the implementation of a National Technical Cooperation Assessment and Programme (NATCAP) which has systematically identified the critical technical cooperation requirements in terms of human resources support of the overall development effort. The essential orientation of the programme is to ensure that technical cooperation activities are geared to a number of strategic interventions in the development process.

3. Proposed UNDP cooperation in selected areas of concentration

24. During the fifth cycle, UNDP cooperation will focus on the following areas: (a) human resources development, with special reference to improved public-sector management; (b) increased production and productivity through the creative application of technology and the introduction of new production techniques; (c) improved environmental management; and (d) poverty alleviation.

25. The new programme covers four of the areas of focus designated by the UNDP Governing Council in decision 90/34, namely, management development, transfer and adaptation of technology for development, environmental problems and natural resource management and poverty eradication and grass-roots participation in development. Activities relating to the promotion of technical cooperation among developing countries (TCDC) and women in development (WID) are also indirectly covered under the programme.

Human resources development with special reference to public-sector management

26. National objective. Human-resources development and efficient public-sector management are vital to the overall national development strategy since it is recognized that the lack of an adequate institutional capability in a number of public-sector agencies has put a major constraint on development.

27. UNDP cooperation. The comprehensive NATCAP exercise supported by UNDP has resulted in the identification of a number of priority human resource and institutional needs. In this area, the Government will be assisted by UNDP, which will work with other donors in implementing projects relating to macroeconomic and fiscal management, strategic planning and institutional reform, personnel administration and technical cooperation management.

28. The Planning Institute will continue to benefit from cooperation in the elaboration of an input-output model within the overall National Development Plan and in laying the foundation of a project data bank and an overall technical and project-cycle management capability, which will enable it to

coordinate effectively external technical cooperation activities and aspects of the Public-sector Investment Programme related to social development (with special reference to health and education), the economic infrastructure and the environment. This is particularly relevant in view of the Government's decision to promote increased privatization and to engage in a divestment of existing public-sector enterprises.

29. Since social development programmes are crucial to the viability of the current adjustment programme, support will continue to be provided to the Government's Human Resources Development Programme (HRDP) which embodies a comprehensive strategy geared to the achievement of this objective. Within this framework, particular attention will be paid to the secretariat of HRDP and to the Ministries of Health and Education, which account for a significant proportion of the Public-sector Investment Programme.

30. Public-sector management will be strengthened through a multisector training programme based on a needs-assessment survey which will seek to identify the skills required to improve the efficiency of public-sector institutions.

31. In the health sector, where there is an acute shortage of skilled medical personnel for the delivery of primary and secondary health care programmes, UNDP assistance will be used to strengthen institutional capacities through the provision of United Nations Volunteers. United Nations Volunteers will also be used to improve the Government's project-management capability, especially in the areas of engineering services and environmental management.

32. Special attention will be paid to the Jomtien Declaration on Education for All and the Framework for Action to Meet Basic Learning Needs. In pursuance of the goals set forth in these instruments, UNDP will support activities designed to develop innovative approaches to literacy and numeracy, which are relevant to the basic educational needs of the population.

33. The Government will also benefit from continued support of the strengthening of its capacity for physical planning and disaster management, which is an important priority given the country's susceptibility to hurricanes and earthquakes.

34. Expected impact. The impact of the programme in this area of concentration will be reflected in capacity-building in those public-sector institutions which have been adversely affected by the ongoing structural adjustment programme, particularly in the case of health and education. In the main, internal capacities will be strengthened for the management and implementation of programmes funded by the Government as well as by external donors. Existing systems and procedures will be changed as necessary in order to increase public-sector efficiency and accountability which are necessary in an environment which is conducive to private-sector development. The Planning Institute, which performs a central coordinating role, will have greater capacity for the management of external cooperation activities.

35. Twenty-three per cent of overall programme resources has been allocated to this area. The activities to be carried out will help to promote the following areas of focus: management development, poverty eradication, and women in development.

36. Complementary assistance. The World Bank is providing assistance under a major administrative reform programme designed to rationalize the functions of the civil service with special reference to financial management and programme budgeting. USAID, CIDA and IDB are also providing assistance aimed at improving the efficiency of various public-sector institutions. USAID is particularly active in its support of divestment and privatization programmes and the strengthening of fiscal policy. UNFPA cooperation is directed towards strengthening the skills of health personnel in the planning, management and delivery of maternal and child health and of family planning services.

Increased production and productivity through the creative application of technology and new organizational techniques

37. National objective. A major objective of the national development strategy is the expansion of export-oriented production in order to increase foreign exchange earnings and employment opportunities.

38. UNDP cooperation. Within the framework of a comprehensive productivity programme, UNDP will continue to provide assistance through Jamaica Promotions, Ltd. (JAMPRO) to enable a number of private-sector manufacturing enterprises to introduce new production techniques and to promote flexible specialization programmes so that they can exploit market niches more effectively. In addition, a project designed to stimulate the production of certain types of capital goods will shortly be implemented. Finally, a major study is being carried out to explore the options for developing the non-tourism services sector.

39. Beyond this, UNDP will help the Government and the private sector to come up with suitable strategies for the creative application of technology to production in order to develop new competitive advantages, thereby helping to broaden the production base of the economy. To that end, the Government will sponsor, together with UNDP, a symposium to commemorate the thirtieth anniversary of Jamaica's independence. The symposium will bring together eminent international experts and local policy makers from the public sector, the private sector and the University of the West Indies for the purpose of identifying long-term strategic development options available to Jamaica as it moves into the twenty-first century. The recommendations emanating from the symposium will form the basis for specific follow-up action to be supported by UNDP and other donors. This effort will complement activities being carried out within the framework of the interregional project on the strengthening of endogenous capacity for science and technology being executed by the United Nations Department of Economic and Social Development.

40. Expected impact. The impact of the programmes in this area will be improved efficiency in existing production enterprises in such branches as

furniture manufacturing, the production of wearing apparel and the metal and capital goods industries. In addition, new opportunities will be identified for the production of goods and services based on the application of new technologies in order to create new export competitiveness, to increase foreign exchange earnings, to stimulate investment and to reduce the external debt, which continues to pose a major obstacle to development.

41. The resources allocated to this programme area represent 8 per cent of the overall programme. The activities contemplated under the programme also relate indirectly to environmental issues, management development, poverty alleviation, TCDC, technology for development and WID.

42. Complementary assistance. The World Bank, IDB, European Community, USAID and CIDA are all engaged in providing cooperation to further increased production and productivity, to support activities in agriculture and manufacturing and to promote investment in related infrastructure. USAID and CIDA are also providing cooperation designed to strengthen the institutional capacity of JAMPRO to stimulate further investment.

Environmental management

43. National objective. The Government has identified environmental protection as a major objective of national development policy. Accordingly, the Government has promulgated legislation establishing guidelines for protecting the environment and has created the Natural Resources Conservation Agency to oversee the process.

44. UNDP cooperation. An inventory of the principal areas of environmental degradation has alredy been completed. This work, which addresses the degradation of the natural environment and also identifies the consequences of a failure to act promptly to counter it, served as the basic document for a national consultation involving officials from the Government, the private sector, community organizations and bilateral and multilateral donors. The issues discussed were further considered in the National Report on the Environment and Development prepared by the Government with assistance from UNDP and UNFPA, for submission to the United Nations Conference on Environment and Development (UNCED). An NGO strategy paper on sustainable development, which emanated from a round table on environment and sustainable development sponsored by UNDP, also constituted an important input in the national debate on the environment.

45. Environmental management will therefore constitute a major area of concentration, under which several initiatives will be developed during the course of the fifth cycle. These initiatives include watershed management and the development of groundwater resources. A major initiative in the area of environmental health, being undertaken as a collaborative effort between the Government, UNDP and USAID, deals with the control and prevention of typhoid, which is endemic in certain parishes in Jamaica. UNDP cooperation will also be utilized to strengthen the institutional capacity of the Forestry Department to implement projects identified under the National Forestry Action

Plan for which donors have already committed resources. Finally, UNDP is helping the Natural Resources Conservation Agency (NRCA) to develop guidelines on air and water pollution and will also provide additional assistance to strengthen the institutional capacity of the Agency and of other governmental and non-governmental organizations with environment-related functions. In particular, cooperation will be provided to ensure effective follow-up on the United Nations Conference on Environment and Development in terms of compliance with the provisions of the Climate Change and Biodiversity Conventions and also in terms of translating Agenda 21 into a national programme.

46. Expected impact. The cooperation provided in this area will stem soil erosion, which has in the past occurred through deforestation, and will also protect critical water supplies currently affected by saline intrusion and contamination with pesticides and other effluents. UNDP cooperation will therefore help to improve the overall environmental health of the country.

47. Approximately 25 per cent of the programme resources has been allocated to this area, which also has some relevance to management development and women in development.

48. Complementary assistance. The main actors in the field of environment in Jamaica, apart from UNDP, are USAID, CIDA and IDB. USAID is supporting a programme dealing with the conservation of protected areas. IDB is active in the area of watershed management, while CIDA is focusing on both watershed protection and forestry management. FAO has played a leading role in the elaboration of the national tropical forestry action plan, while PAHO has been active in the area of environmental health, including the prevention of cholera. UNFPA has actively promoted awareness of the link between population, environment and development, particularly through its sponsorship of poster contests among students. The Resident Coordinator has arranged a number of inter-agency and donor meetings on the environment and will continue to convene such meetings in future in order to ensure that United Nations agencies and the donor community act as effectively as possible in support of the Government's efforts in this area. A special effort will be made to ensure effective collaboration with the UNEP Caribbean Environment Programme based in Jamaica, which assists the Government and various non-governmental organizations in such important areas as the management of marine and coastal resources, the protection of endangered species, such as the manatee, and the promotion of increased environmental education and awareness.

Poverty alleviation

49. National objective. The Government has instituted a number of programmes, including most notably the Food Stamp and School Feeding programmes, to alleviate the adverse social impact of adjustment on the poorer segments of the society. The overall Human Resources Development Programme, the Social and Economic Support Programme and the Micro Enterprises Development Agency also envisage activities geared to poverty alleviation.

50. UNDP cooperation. Under the new country programme, UNDP will enable the Government to deliver an adequate level of food aid to the poor and other target groups. Through an innovative partnership between the Government, UNDP, the United States Department of Agriculture, USAID and the World Food Programme (WFP), cooperation will be provided to strengthen the logistical capability of the Ministry of Labour, Welfare and Sports to deliver an expanded food stamp programme geared to the needs of the poor, the elderly, pregnant women, lactating mothers and children under five years of age. The overall programme will be monitored by WFP.

51. Another area of cooperation in this area of concentration will be the provision of support for a creative programme of poverty alleviation geared to the needs of the urban poor. The programme will concentrate on generating employment opportunities for socially deprived groups in targeted communities through both the production of goods for identified markets and the provision of services designed to improve the environment (the construction of shelters, the development of water supplies and waste disposal facilities). The programme will examine techniques for marketing on a nationwide basis, with particular emphasis on the tourism sector. Special consideration will also be given to the utilization of strategies for promoting human development objectives as reflected in the 1990, 1991 and 1992 Human Development Reports. The initiative, which will be carried out within the framework of a programme approach and will be implemented in close collaboration with agencies in the Joint Consultative Group on Policy and with NGOs which have been assisting various target groups made up of poor families and children in urban areas. It is proposed that resources from the IPF as well as from interested donors should be used in support of this initiative. Moreover, because this programme is suitable for duplication in other developing countries, efforts will be made to attract some funding from the Special Programme Resources earmarked for poverty alleviation.

52. Expected impact. UNDP-supported initiatives in this area will strengthen the Government's capacity to deliver an expanded food stamp programme. They will also have an important impact on the reduction of urban poverty and on the strengthening of community-based action in selected target communities for which human development baseline data will be prepared for use in measuring the actual impact of the cooperation provided.

53. Although 31 per cent of the programme funds have been allocated to this area of concentration mentioned above, it will serve as a major vehicle for the mobilization of other resources from bilateral and multilateral donors.

54. Complementary assistance. WFP, the Netherlands, the United States Department of Agriculture and USAID have been active in this area. WFP and USAID have provided substantial food aid in support of the Food Stamp Programme, while the Netherlands has provided funding for micro-enterprises as a means of generating productive employment and thereby alleviating poverty. UNICEF's work with children has also proved effective in alleviating poverty in a number of communities.

C. Cooperation outside selected areas of concentration

55. UNDP support for a project on AIDS education is designed to increase public awareness as a means of preventing the spread of the disease. The project will aim at 30 target schools and will cover grades 1 through 5 and 10 and 11. Thus, it will complement the project currently funded by UNESCO and PAHO, which caters for children in grades 6 through 9. UNFPA will also train counsellors in a scheme aimed at integrating an AIDS-awareness component into family planning programmes.

D. Implementation and management arrangements

56. The national execution modality will continue to be utilized extensively during the fifth cycle. At the same time, United Nations agencies will be required to make an effective contribution to programme and project implementation through the provision of high-level expertise both to projects executed by independent agencies and to those executed at national level.

57. In order to ensure a coordinated approach by the United Nations system to the Government's development effort, agencies have been encouraged to play a key role in the programme formulation process and to assist the Government in identifying innovative approaches to programme/project implementation.

58. In view of the close involvement of a number of United Nations agencies and bilateral donors in the programme, a conscientious attempt will be made to review and evaluate the programme on an ongoing basis in close consultation with the various development partners. This will not only ensure increased coordination of effort but will also serve as an input into the overall monitoring and evaluation of the programme, which will be carried out periodically under the leadership of the Planning Institute.

Annex I

FINANCIAL SUMMARY

I. ESTIMATED RESOURCES (IPF + cost-sharing) TAKEN INTO ACCOUNT FOR PROGRAMMING

(Thousands of dollars)

Carry-over from fourth cycle IPF	228	
Fifth cycle IPF	3 989	
Estimated expenditure for 1992	(1 029)	
Subtotal IPF		3 188
Project cost-sharing (Government)	300	
Project cost-sharing (Third-party)	8 800	
Programme cost-sharing	1 815	
Subtotal cost-sharing		10 915
TOTAL		14 103

II. ALLOCATION OF RESOURCES (IPF + cost-sharing) BY AREA OF CONCENTRATION

	Thousands of dollars			Percentage of total resources
Area of concentration	IPF	Cost-sharing	Total	
Human resources development	724	2 482	3 206	23
Increased production and productivity	392	738	1 130	8
Environmental management	918	2 547	3 465	25
Poverty alleviation	1 154	3 148	4 302	31
Subtotal	3 188	8 915	12 103	87
Unprogrammed reserve	-	2 000	2 000	13
TOTAL	3 188	10 915	14 103	100

III. COMPLEMENTARY ASSISTANCE FROM OTHER SOURCES USED IN AREAS OF CONCENTRATION

	Thousands of dollars	
A. UNDP-administered funds		
SPR	350	
UNCDF	-	
UNSO	-	
UNIFEM	50	
United Nations Revolving Fund for Natural Resources Exploration	-	
United Nations Fund for Science and Technology	-	
Subtotal		400
B. Other United Nations resources		
JCGP participating agencies		
UNFPA	50	
UNICEF	480	
WFP	2 700	
IFAD	2 000	
Other United Nations agencies (non-UNDP financed	-	
Global Environment Facility	3 800	
Subtotal		9 030
Total non-core and other United Nations resources		9 430
C. Non-United Nations resources		2 000
TOTAL		11 430

Annex II

PROGRAMME MATRIX

Area of concentration	Area of focus: Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology for development	WID
I. HUMAN RESOURCES DEVELOPMENT						
Macroeconomic planning and management	*	*	*		*	*
HRDP management	*	*	*			
UNV programme (Health and engineering)	*		*			*
Multidisciplinary training			*		*	
Mathematical education			*			
Town planning		*	*			
II. INCREASED PRODUCTION AND PRODUCTIVITY						
Manufacturing productivity	*	*		*	*	
Agro-processing				*	*	*
Service-sector export promotion	*	*		*	*	*
Technology and production	*					
III. ENVIRONMENTAL MANAGEMENT						
Watershed management		*	*			*
Groundwater resources		*	*			
Environmental health	*	*				*
Afforestation		*	*	*		*
Strengthening institutional capabilities (NRCA)		*				

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Area of concentration	Area of focus					
	Poverty eradication and grass-roots participation in development	Environment and natural resource management	Management development	TCDC	Transfer and adaptation of technology for development	WID
IV. POVERTY ALLEVIATION						
Institutional strengthening to deliver food aid	*		*		*	*
Market-driven productivity approach to urban poverty	*	*		*	*	*
COOPERATION OUTSIDE AREAS OF CONCENTRATION						
AIDS	*		*			*
Drugs	*		*			*